



# FOREWORD

He aha te mea nui o te ao. He tāngata, he tāngata, he tāngata

What is the most important thing in the world? It is people, it is people, it is people.

Community-led development is about empowering the people who live in and visit our district to actively get involved in things that are important to them, creating stronger and more connected communities. This includes empowering communities to lead decision-making and project delivery in their place where appropriate, and to action projects that they are passionate about. Community-led development brings people together to understand the values and aspirations of the community, voice their views and vision, and action their vision and values.

Central Otago has a strong regional identity, with many small communities scattered across a vast and beautiful land area of 9,960 square kilometres. This puts us in a unique position, with a special focus on place-based community-led development.

Place-based community-led development creates an opportunity for instant community connections simply through the fact that you have chosen to live in your place. These place-based values support our work in Destination Management, helping communities navigate things like attracting the types of visitors to their place that will appreciate their values and offerings<sup>1</sup>. As our communities are quite small, they often organise themselves using an asset-based community-led development model, through the sharing and collaboration of skills and resources<sup>2</sup>.

Council can be seen as quite separate from communities. Community expectations do not always match up with Local Government Act requirements or council priorities. Community-led development is an opportunity to bring council alongside communities to deliver a joint outcome. Doing community-led development at Council means we can support communities and help Council staff understand the value

of community-led development, as well as link communities with Council projects where appropriate. As a small team with limited resources, the Central Otago District Council Community and Engagement team celebrates the opportunity to work with other Council departments to make things happen for our communities, and encourage community-led projects across the district and the Council.

Our Central Otago World of Difference Regional Identity Values guide our work at the Central Otago District Council, and decision-making throughout our communities. Each of our communities are distinct and have their own individual identities. Our Regional Identity Values are an integral part of this strategy and sit side by side with our Community Outcomes.

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1. Destination Management is management of a place by the people who live there. It's about channelling visitors into activities supported by the local community and that fit with local community effort. Destination Management is about decision-making by locals around what their place is and what they want it to be in the future. Regional Identity is at the heart of Destination Management, which is a values-based approach to what are we doing as a place to make sure we are managing what is done to us and our place in a way that sustains and enhances the things that we care most about; that are most important to us; and that we value.

2. Asset based community-led development "considers local assets as the primary building blocks of sustainable community-led development. Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, asset-based community-led development draws upon existing community strengths to build stronger, more sustainable communities for the future"

(Accessed 1/04/2021 <https://resources.depaul.edu/abcd-institute/Pages/default.aspx>).

# REGIONAL IDENTITY VALUES

WHAT WE VALUE AND HOW WE INTERACT WITH OUR ENVIRONMENT, OUR NEIGHBOURS AND OUR VISITORS

## MAKING A DIFFERENCE

We will inspire and lead others with our special point of difference

## RESPECTING OTHERS

We will respect our culture and personal differences

## EMBRACING DIVERSITY

We will recognize differences and embrace diversity

## ADDING VALUE

We will always ask ourselves if there is a better way - one that achieves a premium status

## HAVING INTEGRITY

We will seek to be open and honest

## LEARNING FROM THE PAST

We will learn from past experiences with future generations in mind

## MAKING A SUSTAINABLE DIFFERENCE

We will make decisions in business with the community in mind and in harmony with the natural environment

## PROTECTING OUR RICH HERITAGE

We will protect and celebrate our rich heritage in landscapes, architecture, flora and fauna and different cultural origins

## MEETING OBLIGATIONS

We will meet legal obligations at both a local and national level

# WHAT ARE WE TRYING TO ACHIEVE?

## OUR COMMUNITY DEVELOPMENT WELL-BEING OBJECTIVES

The purpose of local government is to promote community well-being, now and into the future. Well-being provides a holistic view of people's ability to prosper. It moves beyond GDP as the traditional tool for measuring success, to evaluating things such as contentment and happiness. Well-being is when people are able to lead fulfilling lives with purpose, balance and meaning<sup>3</sup>.

**Social Well-being** Active citizens, connected to each other in their localised communities. Grassroots, community-led events and activities encouraging neighbourhood connections and building resilience are encouraged.

**Economic Well-being** Communities are resilient and innovative, supporting their local economies, and using local knowledge to stimulate sustainable growth and economic opportunities.

**Environmental Well-being** A sustainable community, where people learn from past experiences, and take into consideration future generations, with the goal of actively making Central Otago a better place.

**Cultural Well-being** A connected and inclusive community that welcomes newcomers, and celebrates its diversity, through the rich history and heritage of this place.

3. Definition Source: Society of Local Government Managers.



# COMMUNITY-LED DEVELOPMENT: OUR ROLE

The Community and Engagement team focusses on empowering communities to connect with each other, and foster opportunities that celebrate all the things they love, creating a community that they can make even better, based on their values.

Community-led development at Council encompasses a wide scope, which includes offering advice and support in communication techniques to empower communities to be more engaged and involved with their place. As a team, we also strive to connect people to each other, to resources, and to collaboration and skills sharing opportunities. Community-led development takes a listening approach—encouraging Council to listen to communities, and communities to listen to each other, value each other, and respect each other. We aim to achieve this by removing barriers, providing support, connecting people and groups to others, and helping to create solutions that protect and enhance communities' values.

The aim of community-led development at Council is to actively involve people in building their own sustainable and resilient communities that reflect the values and vision of those who live in and/or identify with them. This includes supporting communities to lead the way in achieving identified community outcomes. Community-led development is also about encouraging the involvement of community in Council decisions where possible. Council has an opportunity to align our decision-making with the values of our communities. This is achieved through supporting community projects and enabling community outcomes, within the boundaries of the Community and Engagement team's work programme, and Council mandate. It is therefore important that we understand what our communities' values are. This is particularly relevant in this time of growth and development within our district. Examples of this include Council-led activities such as the Cromwell Masterplan and Vincent Spatial Plan; both of which have included extensive community input and consultation, which helps elected members to make decisions.



# OUR VISION

Enhancing our well-being to create positive community outcomes.

Central Otago is a district of community connectedness, inclusiveness, and resilience, where sustainable grassroots, community-led initiatives that align with council's obligations under the Local Government Act, are encouraged and supported. Our Regional Identity and Values are at the core of everything we do.

# COMMUNITY OUTCOMES

Our communities' well-being outcomes and aspirations guide the work that we do across Council. In community-led development, we work across all departments to help maximise these community outcomes. Our communities have told us that they want a thriving economy (**economic well-being**), a sustainable environment (**environmental well-being**), and a connected community, (**social and cultural well-being**). The below table outlines these in more detail, and describes how we aim to support these community well-being aspirations in community-led development.

## OUR COMMUNITY OUTCOMES



### He Ōhaka e Ora Rāia ana Thriving Economy

- Vibrancy of town centres and local businesses
- Managed growth, in line with community values
- Visitor destination
- IT connectivity
- Protection of productive lands



### Toitū te Whenua Sustainable Environment

- Outdoor recreational opportunities (water-sports, hunting, dark skies, etc.)
- Natural environment (open spaces, landscapes and vistas)
- Clean lakes and rivers
- Cycling and walking tracks
- Protection of our unique heritage



### He Hapori, He Haumi Connected Community

- Sense of community (caring, relaxed small-town feel, 'together-ness')
- Welcoming and family-friendly
- Peaceful
- Rural feel
- Enabling connections, through quality services (e.g. internet, transport)



## SOME OF THE WAYS THAT WE DO THIS WORK IN COMMUNITY-LED DEVELOPMENT INCLUDE:

- Communities are supported through local economic links and are working together to create local, resilient economies through community-led initiatives (e.g. Time Banking, Crop Swap, etc.).
- Support a diversity of skills and activities across the district, including age specific activities across all demographics, with a focus on youth and older people.
- Support entrepreneurship amongst the community and enable collaboration and connection.
- Administer funding to support groups and community-led initiatives to become self-sufficient, rather than reliant.
- Understanding community Destination Management goals through community planning.

- Advocate and support community initiatives focussed on environmental goals.
- Groups with similar environmental and sustainability goals are connected, working together, and sharing resources.
- Support communities through District Plan changes.
- Encourage community-led events that are protecting and enhancing the land/water/air values of our communities.
- Supporting the Central Otago Heritage Trust with the implementation of the community-led Central Otago Heritage Strategy.

- People are taking a lead in their own future through active participation; support communities to determine their shared values and action their ideas through community-led plans and community consultation and engagement.
- Encourage community resilience and connectedness; residents know their neighbours.
- Community events are supported and encouraged.
- Actively promote Te Ao Maori in the community.
- Welcome newcomers and promote cultural diversity and inclusivity.



# OUR DISTRICT'S OPPORTUNITIES

**Population Growth:** While we have rapid population growth happening in some of our communities, others are finding that their populations are static. The Central Otago District Council Community and Engagement team see this as an opportunity to maximise community connections, and make an effort to keep our smaller communities connected to each other, despite their somewhat remote localities across the district.

**Communicating with our communities:** The Community and Engagement team spend a significant amount of face-to-face time with our communities. We have an opportunity in this role to act as the intermediary between council and the community, and help clarify misunderstandings around Council decision-making, including educating and helping people understand why Council makes certain decisions, follows processes etc.


**Community Planning:** Community Plans have been a part of council's core business since 2006, yet there are many people in our communities who still do not know that Community Plans exist; what purpose they serve; or how council is involved. The Central Otago District Council Community and Engagement team have identified an opportunity to refresh the way that these plans are created and marketed across the district. We also help collect and convey community sentiment to decision-makers.


**Decision-making by collaboration:** Engaging with our community is an integral part to everyday activities within council, and across departments. We have a responsibility to get the right information from council and give the right information to communities, ensuring that our communities are receiving a clear and accurate message about Council decision-making. Two opportunities in this space are: 1) encourage Council departments to think of communities' questions in a holistic way by being collaborative with how they support communities; 2) support Council staff to communicate and engage with communities by supporting them with tools and engagement techniques.





# ACTION PLAN 2021–2022

COMMUNITY OUTCOME	COUNCIL WILL...	ACTIONS FOR 2021–2022	WHO 'S INVOLVED?
 <p data-bbox="103 459 322 549">He Hapori, He Haumi Connected Community</p>	<ul style="list-style-type: none"> <li>• Provide support to communities to develop and action community-led plans across the district</li> </ul>	<ul style="list-style-type: none"> <li>• Support community workshops, meetings and consultations that align with Council projects and community needs.</li> <li>• Assist community groups to action community plans and other community-led initiatives and help them review their own progress.</li> <li>• Revise and update community planning process to align with community-led initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Community and Engagement team (CODC)</li> <li>• Council departments as projects arise (CODC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Enable community voice to be represented in decision-making when possible, and speak on behalf of communities where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Support Council staff to have meaningful community interactions and gather information that is useful for projects</li> </ul>	<ul style="list-style-type: none"> <li>• Community and Engagement team (CODC)</li> <li>• Council staff (CODC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Act as a liaison between communities, council staff and elected members</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain regular communication with community groups, and attend community meetings as needed. Feedback information to staff and elected members where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• Community and Engagement team (CODC)</li> <li>• External community-led groups</li> </ul>
	<ul style="list-style-type: none"> <li>• Facilitate a peer support group for Council staff who regularly engage with the community</li> </ul>	<ul style="list-style-type: none"> <li>• Create opportunities for Council staff to come together quarterly</li> <li>• Create a skills toolkit with a suite of engagement techniques for staff to enhance community interactions</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development Officer (CODC)</li> <li>• Council departments as relevant (CODC)</li> </ul>
	<ul style="list-style-type: none"> <li>• Enable community groups to be connected across the district both in person and through a virtual platform</li> </ul>	<ul style="list-style-type: none"> <li>• Organise two in-person hui per year across the district</li> <li>• Create an e-newsletter for regular distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development Officer (CODC)</li> <li>• Community Plan groups</li> <li>• Other community groups</li> </ul>
	<ul style="list-style-type: none"> <li>• Work across a range of diversities and worldviews within communities, including iwi, youth, seniors, and migrants</li> </ul>	<ul style="list-style-type: none"> <li>• Support community-initiated groups that enable breaking down cultural barriers, educating the community about different cultures, and celebrating cultural diversity</li> <li>• Encourage events and projects which celebrate inclusive communities</li> <li>• Foster better relationships with local iwi and encourage wider cross collaboration with Kai Tahu and Council</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development officer (CODC)</li> <li>• Alexandra Cultural Diversity Working Group</li> <li>• Cromwell Newcomers Group</li> <li>• Welcoming Communities Officer (CODC)</li> <li>• Community and Engagement team (CODC)</li> <li>• Local Kai Tahu representatives</li> <li>• Older Persons working group</li> <li>• Central Otago Youth Council</li> </ul>
	<ul style="list-style-type: none"> <li>• Support the promotion of local representative art and heritage collectives</li> </ul>	<ul style="list-style-type: none"> <li>• Support the community with the implementation of the community-led Central Otago Arts Strategy, Central Otago Heritage Strategy, and Museum Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Community and Engagement team (CODC)</li> <li>• District Museums</li> <li>• Central Otago District Arts Trust</li> <li>• Central Otago Heritage Trust</li> <li>• Planning team (CODC)</li> </ul>

COMMUNITY OUTCOME	COUNCIL WILL...	ACTIONS FOR 2021-2022	WHO'S INVOLVED?
 <p>He Ōhaka e Ora Rāia ana Thriving Economy</p>	<ul style="list-style-type: none"> <li>Encourage the development of local economies through community-led activities</li> </ul>	<ul style="list-style-type: none"> <li>Support a community initiated “Virtual Village” for our aging population</li> </ul>	<ul style="list-style-type: none"> <li>Community and Engagement team (CODC)</li> <li>Alexandra Council for Social Services</li> <li>Older persons working group</li> </ul>
	<ul style="list-style-type: none"> <li>Contribute towards funding for community-initiated activities</li> </ul>	<ul style="list-style-type: none"> <li>Focus on post-COVID19 recovery</li> <li>Inform community of external funding opportunities</li> <li>Administer council and community board Community Grants funding</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development Manager (CODC)</li> <li>Community Development Officer (CODC)</li> <li>Finance team (CODC)</li> <li>Media and Marketing manager (TCO)</li> <li>Recovery Manager COVID-19 (CODC)</li> </ul>
	<ul style="list-style-type: none"> <li>Link communities with knowledge and support</li> </ul>	<ul style="list-style-type: none"> <li>Keep communities and businesses informed through regular communication channels</li> <li>Support the district youth leadership group</li> <li>Identify opportunities to create attractions to celebrate youth in the district.</li> </ul>	<ul style="list-style-type: none"> <li>Economic Development Manager (CODC)</li> <li>Central Otago Youth Council</li> <li>Community Development Officer (CODC)</li> </ul>

COMMUNITY OUTCOME	COUNCIL WILL...	ACTIONS FOR 2021-2022	WHO'S INVOLVED?
 <p>Toitū te Whenua Sustainable Environment</p>	<ul style="list-style-type: none"> <li>Support community-led development initiatives which encourages sustainable communities</li> </ul>	<ul style="list-style-type: none"> <li>Support staff involved with community activities and events that promote sustainable well-being</li> </ul>	<ul style="list-style-type: none"> <li>Community Development Officer (CODC)</li> <li>Health, Safety and Well-being Officer (CODC)</li> <li>REAP</li> </ul>
	<ul style="list-style-type: none"> <li>Provide opportunities and resources to encourage communities to reduce their waste</li> </ul>	<ul style="list-style-type: none"> <li>Actively promote opportunities to educate our communities about waste minimisation and sustainable livelihoods</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Engineering team (CODC)</li> <li>Community Development Officer (CODC)</li> <li>Waste Minimisation Officer (CODC)</li> </ul>

## ACTION PLAN AND MONITORING

We are committed to working with our elected members, communities and staff in a collaborative way in order to implement this Community-led development Strategy. We will evaluate our action plan annually to ensure that it still aligns with community values, based on information gathered through community

plans and other community engagement. Additionally, we will have a sixth month internal review of our progress and provide project based updates in staff and elected member newsletters, media releases on [www.centralotagonz.com](http://www.centralotagonz.com), and through our future communications strategy.

# APPENDIX 1: STRATEGY DEVELOPMENT PROCESS

Council staff began developing a Community Development Strategy alongside the community in 2019. While Council staff have been actively involved in community development for many years, this is the first strategy to be developed in this work programme.

The process of developing the strategy involved initially creating a skeleton of the strategy, taking into consideration previous community feedback and community values, as determined through community plans and Central Otago's Regional Identity. Workshops on the strategy's development process were held with Council's executive team and leadership group in March 2020. A workshop about the draft strategy was then held with councillors where opportunity was provided for elected members to give input into the strategy. Following this workshop, elected members were given a presentation on the strategy at informal sessions with community boards, where feedback was sought. A follow-up meeting was held with Council's executive team to present the draft strategy action plan before it was presented to the community for discussion and input.

Community consultation took place between July and September 2020 with the following groups and organisations:

- Roxburgh Business group
- Naseby Vision
- Maniototo Business group
- Ophir community plan group
- Pisa community plan group
- Central Otago REAP Trust Board
- Project Adapt parent group
- Otarehua community plan group
- Central Otago Youth Council
- Teviot Prospects and Roxburgh community
- Alexandra Council of Social Services
- Cromwell & District Community Trust and Cromwell community
- individual member of the public who requested a meeting following an article about the draft strategy in The News

- St Bathans Area Community Association (via zoom)
- Other groups who were approached but did not provide feedback: Patearoa community plan group, Alexandra Promotions group, Omakau community plan group, Clyde community plan group, and Cromwell Youth Trust

Public messaging to promote the process included an article about community-led development and the draft strategy in The News.

The way that consultation was carried out for the Community Development Strategy varied depending on the situation. In some instances staff simply spoke to the strategy or in some detail about Council's role in community-led development. When appropriate, staff gave a presentation about the strategy in more detail. Those who were interested in more information were encouraged to attend a community workshop with Inspiring Communities.

The Inspiring Communities workshop was held in collaboration with Council, and the theme was collaboration in community-led change. Inspiring Communities is a national organisation focussed on "supporting and growing Community-Led Development practices and outcomes across Aotearoa New Zealand". One part of this workshop included Council staff delivering the draft strategy and with assistance of the Inspiring Communities facilitator, seeking any feedback on the draft strategy. Approximately 33 people attended the workshop.

Feedback and ideas from these engagement sessions were added to the draft strategy and shaped this final strategy.



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